

CU VOICE

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Eldred Smith, Chairman
Allan Covici, Editor, CU Voice
Jean Hudson, Assistant to the Editor

WHO ARE THE LEADERS?

... librarianship is selected by a good many people who are reluctant to accept a high degree of responsibility, who are pleased to be told what to do, and being told, do it very well indeed. Our staffs are composed of two kinds: those who follow directions, and those who make decisions. The virtues of one group will not yield the values of the other.

Donald Coney, Library Journal,
December 15, 1957, p. 3163.

On August 18, 1966, librarians at the University of California, Berkeley, learned that two statewide committees had been formed. One was the Special Committee on Non-Senate Academic Ranks (the Spiess Committee), ap-

pointed by the Academic Senate. The other was the Special Administrative Committee (the Hoos Committee), appointed by President Clark Kerr "to consider and recommend to him on the privileges and rights of academic personnel who are not officers of instruction or members of the Academic Senate." The formation of these two important committees was the outgrowth of years of inequitable treatment and increasing dissatisfaction on the part of thousands of academic employees, including about 500 librarians on all campuses of the University.

In the eight months after that announcement, CU News, the weekly organ of the Librarian's Office on the Berkeley campus, carried only the following relevant stories:

— An announcement of the names of the members of the two committees.

Continued on page 2

Welcome, Librarians!

The Library Chapter welcomes all librarians who have come to participate in the 86th Annual Conference of the American Library Association. We hope that your visit to San Francisco and the Bay Area will be a pleasant one.

The theme of this year's Conference — "The Crisis in Library Manpower" — is significant for all of us. Much of this crisis stems from the persistent difficulties that confront librarians: low salaries; poor fringe benefits; the lack of professionalization of their day-to-day work; their comparatively low status, both within society as a whole and within the academic community itself.

These difficulties are not being dealt with by the professional associations. As Frederick H. Wagman, past President of the American Library Association, stated less than two years ago: "The ALA, quite frankly, is an association whose primary concern is with the aims, the mission, and the work of the profession. It is not organized for, or engaged in, specific undertakings to better the lot of its individual

members in the hard, practical, direct way that a labor union is, say for example, the American Federation of Teachers."

Our Chapter is working very hard to better the lot of its members. We are attempting to improve the status of UCB librarians, and therefore, indirectly, the status of librarians everywhere: to gain a voice in determining the policies and procedures of our Library; to achieve security of employment, a reliable grievance procedure, leaves with pay, increased salaries and other benefits. A glance through this issue will provide some idea of the scope of our activities.

We believe that organized labor — specifically the American Federation of Teachers — provides the best means currently available to help rank-and-file librarians solve some of their most pressing problems. We are proving this in our own case at the University of California. If you would like to find out more about our organization, our activities and our plans, we invite you to get in touch with us. Telephone: 525-7971.

Who are the Leaders? (Continued)

— A reprint of a short article from the *University Bulletin* of January 30, 1967, in which Chairman Spiess invited suggestions on the matters his committee was considering.

— An announcement of two questionnaires being distributed at the Berkeley Library "aimed at soliciting opinion on the question of academic status for UC librarians." One questionnaire had been prepared by a committee of the California Library Association and was being distributed by two staff members who belonged to that organization. The other had been prepared at UCLA and, with some slight revisions, was being distributed at Berkeley by the Librarian's Office. *CU News* urged that both questionnaires be filled out, and stated that the results of the one distributed by the Librarian's Office would be sent to the Hoos and Spiess Committees.

— A followup report that approximately 30 of the Library staff had responded to the questionnaire; that UCLA had prepared a second questionnaire; and that this "easily answered array of questions" would be modified at Berkeley and distributed by the Librarian's Office. This was done on April 21.

— An article reiterating an invitation sent to all librarians at Berkeley by the Chancellor's Office to attend an open hearing to be held by the Hoos Committee on April 17, 1967.

The statewide Library Council of the University of California is composed of the Head Librarians of all University of California campuses, the Deans of the Schools of Librarianship at Berkeley and Los Angeles, the Director of the Institute of Library Research at Berkeley, the Chairman of the statewide Academic Senate Library Committee, and the University Vice-President for Academic Affairs. As its only public contribution to the years-old question of substantive academic status for professional librarians, it announced on April 13 that a sub-committee had been formed to investigate the problem, and that it would inform the Hoos and Spiess Committees of the results of its investigation. On May 1, it did so, in a memo outlining its recommendations in disappointingly vague terms. This memo came after the Spiess Committee report had been written, and when the Hoos Committee was already far along in its deliberations. It could, therefore, have had no effect on the former and was very unlikely to have had any effect on the latter. Rather than providing a model on which the Spiess Committee might base its recommendations, there is reason to believe that the Spiess Committee report was used as a model for the Library Council's recommendations. There may be a word for this procedure, but it is not "leadership".

As far as is known, the Librarian's Office at Berkeley has made no recommendations to either the Hoos or Spiess Committees. It has done little to aid Library staff members in presenting their views to these committees. Shortly before the first Administration-sponsored questionnaire was distributed, an Assistant University Librarian met to discuss it with a group of librarians selected by the Librarian's Office. Not to approve it: it was made

quite clear that it would be used even if opinion against it was unanimous. Despite general opinion that the questionnaire was very poorly constructed and difficult to answer, it was distributed with no attempt at clarification. When it was suggested that the entire Library staff might welcome an opportunity to discuss it, the Librarian's Office was unresponsive. At UCLA, on the other hand, the Library Administration held a series of meetings with its staff to discuss the general problem of academic status and the questionnaire, however unsatisfactory it may have been, grew out of the first of these meetings.

During its two years of existence, the Library Chapter has gradually assumed the leadership role that was abdicated by the Library Administration.

The inadequacies of the grievance procedure used for non-Senate academic personnel at the University have been apparent for years, yet no remedial action was ever proposed by Library Administration. It was left to the Library Chapter, after a year of intensive effort, to send a draft of a proposed grievance procedure to the Chancellor's Office, and afterwards to undertake a series of discussions on it with the Campus Personnel Officer. It was the Library Chapter which, on September 22, 1966, wrote the eight members of the Spiess Committee about the absolute necessity of an appropriate grievance and appeals procedure for professional librarians and sent them copies of its own proposal. It was the Library Chapter which worked on a revision of this procedure, so that it would be more in accord with University Administration thinking and sent copies of this revision to the members of both the Hoos and Spiess Committees on March 9, 1967, together with a detailed list of eight proposals regarding their rights and privileges of librarians.

It was the Library Chapter which, a few days later, urged all staff members to submit to the two committees their own ideas about librarians' status. And it was the Library Chapter — after Library Administration had declined to meet with the staff to discuss either its own questionnaire or any other relevant issues — which called a special evening meeting open to all librarians. This meeting helped many of those who attended to answer the questionnaire that was chiefly remarkable for its inadequacies and ambiguities.

The *CU News* article announcing the Hoos Committee hearing was the direct result of a request by a Library Chapter member who had learned that no mention of the hearing was planned for publication. The Chapter expected that beyond the bare facts of time and place there would be a statement urging librarians to attend, perhaps explaining that supervisors would be instructed to make arrangements so that the maximum number of interested librarians could do so on Library time. But the article merely reiterated the Chancellor's invitation to attend the hearing.

At the hearing itself, The Chapter presented a nine-page paper, offering its general position and its specific recommendations on the matters the Committee was set up to investigate. Copies were given to each member of the Committee and sent later to each member of the Spiess Committee. Many Library Chapter members spoke some from carefully prepared papers. As a matter of fact, of all the people who spoke during the two-hour hearing, only two or three were not members of the Library Chapter. It is likely that the efforts of the Chapter will have a significant effect on the recommendations which the Hoos Committee will make.

This documentation could be continued. But it is clear that the Library Administration at Berkeley has long since abdicated its role as leader, and is engaged now on a holding action, and when necessary, a strategic retreat. It is a staunch defender of the status quo. Only when the pres-

THE THORNIEST ISSUE

Consider, please, the name of the publication you are reading at this moment. It is not the *CU Librarian*, or *Post*, or *Chronicle*, or *Bulletin*, or any of the dozens of other names we might have chosen. It is the *CU Voice*. And it is "voice" — the effective participation of the entire professional staff in the formulation of library policy — that is of increasing concern to academic librarians in this country. *Library Journal*, in its recent article on libraries and unions, calls it "the thorniest of all issues."

CU Voice is trying to live up to the name it was given. Consideration of the contents of this issue will make it clear that policy participation is becoming a focal point of Library Chapter activity. It is central in the exchange of letters with Donald Coney. It is central in the recommendations of the Spiess Committee. Only in the view of the Library Administration itself is a voice in policy-making so serious a threat to the management-employee dichotomy that it must be resisted with every weapon at its command.

Chapter members realize that "voice" is a crucial part of every issue that confronts them. Low salaries, lack of employment security, poor working conditions, inadequate grievance procedures, the ambiguities surrounding "academic" or "professional" status — all these are directly related to the lack of any significant role by non-administrative librarians in determining what the policies of their libraries shall be. Two recognizably distinct groups have arisen within the profession: the managers and the technicians. The managers make the rules, administer, negotiate with their executive counterparts in society, and enjoy the rewards that normally accrue to those who have risen from the ranks. (When was the last time you heard of a doctor, lawyer or architect "rising from the ranks" to become an administrator?) The other 90 percent-plus of librarians are cut off from policy, often do routine work, and receive remuneration in a scale commensurate with their inferior status. For these librarians — even in institutions where they have faculty status — the word "professional" applied to them is a strangely hollow ring.

Librarians have long complained that much of the work they do is non-professional. They have another, equally serious problem to face: that much of the professional work they should be doing has gone by default to non-library scholars and specialists. Faculty mem-

bers, already burdened with heavy teaching loads, research responsibilities, and committee participation, are still expected, in most of our university libraries, to assume the tasks of book selection and collection development. Libraries are filled with people whose special talents and areas of expertise administrators rarely take the trouble to discover and employ. Part of the crisis in library manpower is directly attributable to institutionalized myopia in our colleges and universities. This high-level discouragement of creative thought and action can be pondered while reading the May 1967 *ALA Bulletin*. In this special Conference issue, not one of the four published articles on various aspects of librarianship was written by a librarian!

We invite you to answer this question for yourselves:

Who are the leaders?

These are problems that demand basic solutions. We can continue to travel the well-worn hierarchical road, arriving finally at the point where there is only an accidental or tenuous relationship between library policy and the realities of library practice, with inevitably destructive effects on scholarship, efficiency, economy and staff morale. We can do our busywork while the library administrators, with their excellent motivation and superior opportunities, continue to do the bulk of library research, dominate the professional associations and conventions, and establish overall policy, tossing an occasional crumb of "consultation" to non-administrative "colleagues". The quotation marks around the word "colleagues" are used advisedly: the chief librarian of a university who regards his staff as colleagues rather than employees must be a rare bird indeed.

Academic librarianship can no doubt provide exciting opportunities for a handful of bright young men and women with ambitions to join the administrative club. For most librarians, its future as a profession is not so exciting. Schools of librarianship would be well-advised to avert their eyes momentarily from the traditional curriculum and tell their students some of the hard facts of contemporary life: that they are less likely to become respected colleagues in the academic brotherhood than second-class citizens even in their own libraries.

Most library administrators and library school faculty members can face the prospect of automation without a whimper. It is time for them to face the prospect that librarianship may become truly professional with the same admirable equanimity.

COME, NOW, AND LET US REASON TOGETHER

(Isaiah 1, 18)

15 December 1957. Mr. Donald Coney, in Library Journal, pp. 3161-4:

... The democratic process — that is, the town meeting — is a safety valve. It is also a means of gaining staff acceptance of a proposed change. And I should not neglect to observe that the group meeting also offers the administrator the facilities for making trial balloon ascensions.

Let me remind you of Miss Winslow's perceptive description of the climate in which good administration best flourishes. She said, "The important thing ... is that every member of the organization have a chance to speak his mind, know that he will be listened to, and that his opinion may very well influence the final decision."

... Communication should not only be from chief to staff; but the chief of the library, the department, the division, the branch, should not stop with talking and writing to his colleagues; he should also listen to them, and he should listen not only conventionally but also with that hypersensitive inner ear to which the uncommon inflection, the unexpected silence, speaks volumes.

29 September 1966. Mr. Lednický to Mr. Coney

Dear Mr. Coney:

The Library Chapter of the University Federation of Teachers invites you to meet with us at the Chapter dinner meeting on Wednesday, 9 November at 5:15, at the Golden Bear Restaurant.

The meeting would provide an opportunity for staff librarians to bring the problems that continue to trouble them directly to your attention. It would also be a means of bridging the wide gap between the staff librarians and the library administration at UCB.

Among the problems that we would like to discuss are ways by which rank-and-file librarians can have a more effective voice in influencing the policies that affect them, and means for providing greater opportunities for professional growth and development on the job.

We hope that you will be able to meet with us.

Rudolf Lednický
Chairman, Library Chapter

6 October 1966. Mr. Coney to Mr. Lednický

Dear Mr. Lednický:

I hope you will tell the Library Chapter of AFT of my appreciation for their invitation of 29 September and of my regrets. I feel there are better ways to deal with the complex issues proposed for discussion.

I also appreciate the Chapter's interest in policy decision participation and professional improvement. (On this latter, I hope individual members of the Chapter will

accept my invitation to comment on John Emerson's leaflet proposal.)

Let me suggest an alternative: that you (and a small group of other representatives of the Chapter, if you like) talk with me in my office about any specific ideas the Chapter has on the topics of your letter.

Donald Coney
University Librarian
14 October 1966. Mr. Lednický to Mr. Coney

Dear Mr. Coney:

Thank you for your prompt response to our invitation of 29 September 1966.

We regret your feeling that a discussion at a meeting of our Chapter of the issues which increasingly disturb staff should seem to you an inappropriate method of explaining what can be done to improve the present situation. I do not see how the complexity of the problems involved precludes such a meeting. It is precisely because the problems are complex, serious and widespread that I suggested it.

We can understand your natural preference for a meeting with a delegation of our membership in your office to discuss specific ideas and present specific problems. At other times, when the problems are narrower in scope, limited to specific individuals and situations, a meeting of this type might be fruitful. The knowledge that we can discuss such problems with you as they arise is a concrete step toward greater understanding between us.

In this instance, however, the type of meeting proposed would not be satisfactory. Each member of the Library Chapter is affected somewhat differently by the problems mentioned in our letter to you, and each has his own particular view of the solutions that might be offered. To force most of these librarians to depend upon a delegation to present their views and report your reactions would serve only to widen further the present gap between the Library's administrative officers and the rest of the professional staff. This division is itself one of the most serious problems confronting us. So great has this become that it is difficult for us to suggest remedies without some preliminary agreement on the problems themselves, their relative magnitude, and the approaches adopted in resolving them. We hope and expect that workable proposals will grow out of such a discussion, and we urge, therefore, that you reconsider your decision not to meet with us.

If it is the prospect of meeting with union members only that disturbs you, we suggest an alternative: a general meeting, to which all professional librarians would be invited. Such a meeting could be scheduled at a convenient evening hour, so that the maximum number of librarians could attend without cost to the University. It could be called by the union, by you and the union, or by an ad-hoc committee. We are sure that the mechanism

sponsoring, convening and chairing such a meeting can be worked out to the satisfaction of all concerned. We would be happy to send a delegation to meet with you for a discussion of the procedures to be adopted.

The only condition we would specify is that at such a meeting there be opportunity for unrestricted discussion of general problems — a dialogue in which questions, criticisms, opinions, suggestions and proposals may be freely expressed. A meeting should be scheduled as quickly as possible, preferably no later than the end of November.

The Library Chapter has responded to your invitation to comment on Mr. Emerson's proposal for leaves for librarians. The suggestions of so large a proportion of your staff may have greater significance for you than the comments of a few individuals. This leave proposal, too, is a matter which might be brought up at a general meeting, where all staff members could exchange opinions, not only with you but with one another as well.

Rudolf Lednický

1 November 1966. Mr. Coney to Mr. Lednický

Dear Mr. Lednický:

Although your 14 October letter proposes an interesting variant of the meeting you suggested earlier, I am not convinced that any large group meeting would be useful in arriving at a constructive program. Let me repeat my invitation to talk with a small group of Chapter representatives about specific items of interest to the membership.

Donald Coney

EDITOR'S NOTE: The following letters were not originally intended for publication in this issue of *CU Voice*. They are included here at the specific request of Mr. Coney, who considered them as "parts of the same matter"

February 1967. Mr. Smith to Mr. Coney

Dear Mr. Coney:

In the past we have called your attention to a serious problem which continues to trouble us: the wide gap that exists between the Library administration and the rest of the professional staff. In the interest of bridging this gap, we make the following proposal.

That three non-administrative librarians be added to the Librarian's Advisory Conference. That these librarians be elected by a vote of the professional staff, to be held as quickly as possible. That they serve for one-year terms, and that another election take place after one year. That no administrative librarian be eligible to vote.

In order to make this representation effective, we also propose that a minimum number of meetings be set for the Librarian's Advisory Conference. It should meet at least four times a year, including one meeting each in the fall, winter, and spring quarters.

This arrangement would involve the staff directly in the policy discussions that take place at the Librarian's Advisory Conference, and would provide a more direct access to the Library administration than is now available. We are sure that you are aware that the present lines of communication, which involve passing suggestions up through various supervisory layers until they reach a Conference participant, do not always function satisfactorily. To mention only one very real problem, a librarian is deterred from making any suggestion which may not meet with the whole-hearted approval of any supervisors directly above him.

We hope that you will give this proposal your careful consideration. We will be most happy to discuss it with you at any time.

Eldred Smith
Acting Chairman
Library Chapter

3 March 1967. Mr. Coney to Mr. Smith

Dear Mr. Smith:

Let me acknowledge the receipt of your 8 and 27 February letters. I will respond to your proposal for non-administrative members of LAC later, since this, or an alternative, is under consideration....

Donald Coney

30 March 1967. Mr. Covici to Mr. Coney

Dear Mr. Coney:

... You are invited to submit for publication any additional material ... on the proposals that have been made for an open meeting that you think might interest our readers.

Allan Covici
Editor, *CU Voice*

31 March 1967. Mr. Coney to Mr. Covici

Dear Mr. Covici:

... Let me take advantage of your invitation to submit additional material by offering the following paragraph.

I continue to believe that there are better ways of meeting the interests of the professional staff than by the kind of meeting initially proposed. Although the Library Chapter felt last fall that each member would prefer to speak directly on his own particular views, I note that the Chapter did feel that a representative statement could be made on behalf of its members on the Emerson leave proposal. I have assumed, therefore, that Mr. Smith's alternative was another step in the direction of the kind of representative group I suggested last October. It is something similar to this which is under consideration.

Donald Coney

11 April 1967. Mr. Smith to Mr. Coney

Dear Mr. Coney:

Allan Covici has shown me your letter of 31 March, in which you refer to my letter of 8 February and your response of 3 March.

Your letter suggests that you are waiting for further word from me on the matters I proposed: the addition of three non-administrative librarians to the Librarian's Advisory Conference, the election of these three by the non-administrative staff, and a minimal number of annual and quarterly meetings of the Conference.

Your only response to this fairly detailed proposal was to say that it or an alternative was under consideration. I have been waiting for some more specific word on these considerations, some elaboration of the possible alternatives, or an invitation for further discussion. I don't see how this correspondence can continue without a response of this kind from you. As you now seem willing to pursue it, I await your comments on these or any other aspects of my proposal.

As far as the matter raised in your last paragraph is concerned, the Chapter is not now nor has it ever been opposed to "representative statements" on specific matters. However, this in no way contradicts our position on a full professional staff discussion of common problems. Our views on the difference between an open discussion of general problems and representative statements on specific issues was spelled out in paragraphs three and four of our letter of 14 October 1966....

Eldred Smith
Chairman, Library Chapter

12 April 1967. Mr. Coney to Mr. Smith

Dear Mr. Smith:

In reply to your 11 April letter, let me say I am sorry if either my 3 March letter to you or my 31 March letter to Mr. Covici suggested that I was awaiting further word from you on your 8 February proposal for augmenting the Librarian's Advisory Conference. This was not my intention. Rather, I gave considerable thought to your proposal, discussed it with others, and concluded by asking Mr. Duckles to act as chairman of a special committee to propose the design of an academic staff liaison group. No doubt, by the time this letter reaches you this week's CU News carrying a notice of this special committee will have appeared. It is my hope that the recommendation of the special committee will provide the non-administrative academic members of the staff with the kind of liaison with the administration anticipated by your proposal without involving the LAC, which is an administrative group.

Donald Coney

POSTSCRIPT

Despite his acknowledgment that the "academic liaison group" was being formed in response to the Library Chapter's proposal, Mr. Coney did not consult with them in its formation. As suggested in his letter of April 12,

and as announced in the April 13 issue of CU News, he appointed "a special committee to design a professional liaison group which could discuss with me matters of interest to the non-administrative professional staff and matters on which I might seek advice."

On May 11, this special committee presented its report. It proposed that the liaison group be called the "Librarians Advisory Board"; that it be composed of ten members ("to encourage effective discussion and simplify the problem of finding locations for meetings"); that eight of the members be elected by the professional staff; that the other two members be the University Librarian and "any other administrative colleague he chooses to invite"; and that the University Librarian serve as Chairman. The committee nominated forty librarians, arranged into seven groups. The staff was to elect one candidate from each of six groups and two from the seventh.

On May 25, ballots, copies of the special committee's report, and a covering letter from Mr. Coney were distributed to all professional staff members. The letter ended with the following sentence: "I urge you to follow the enclosed instructions and exercise your franchise."

The results of the election appeared in the June 8 issue of CU News. 117 ballots were cast out of a potential total of 142.

Only time will tell how important this "franchise" will be to the staff. Will machinery be set up so that the Librarians Advisory Board, through close and continuing contact, can truly represent the staff that elected it? Even more important, will the Library Administration allow the Board to play a significant role in formulating the policies and determining the practices of the Library?

Two conclusions, at least, can be made: that the Library Administration, however belatedly, has acknowledged the need for at least some involvement of the non-administrative staff in the policy-making function of the Library; and that the Library Chapter of Local 1474 has truly become a factor to be reckoned with.

Quotations of the Month

I believe that unions in libraries are a factor to be reckoned with now and in the future. They appear to be a more effective instrument for representing the interests of employees to management than are professional organizations.

DONALD CONEY

It seems unlikely that there could be any threat to good administrators or to sound administration; bad administrators might well shiver in their boots at the thought of employees being allowed to criticize their shortcomings in public.

KARL NYREN

Both quotations from "Librarians and Labor Unions", Library Journal, June 1, 1967.

UCLA ORGANIZES

In May, 1967, 50 members of the staff of the UCLA Library obtained a charter for a newly organized local of the American Federation of Teachers: the Association of LA Library Employees. On the surface this may not be a very dramatic or exciting event, but to the staff members who applied for the charter it climaxes several years of effort to modernize a creaking, obsolete employee-relations policy.

For many years the Library had been run as a kind of family enterprise. Any employee with a problem or grievance had, in essence, two alternatives: he could go to his supervisor and discuss the matter or he could look for another job. There was no machinery easily accessible to the employee to assure him an unbiased objective hearing. The lack of such machinery was not, for most of the staff, an unbearable situation. Ten- and twenty-year service pins were handed out amid very few rumors of discontent. The Library was relatively small; everyone knew everyone else; the administration was an enlightened one, really interested in the welfare of the staff; and it was possible to settle most problems in the course of a friendly meeting between the aggrieved employee and his supervisor.

But in the past five or six years the Library has grown rapidly. With widely scattered branches all over the campus, a tremendously increased workload, and radical structural changes, the Library has ceased to be a family affair. Aggrieved staff members are still expected to discuss matters with kindly supervisors who may not be so fully, and they have no recourse if the discussion ends unsatisfactorily except to request an interview with the Associate Librarian or with the campus Personnel Board — both essentially representing management alone. About five years ago some staff members tried to develop a more equitable procedure. The existent Staff Association was voting itself happily to sending flowers to employees who were ill and to helping support a Korean war orphan. Since the Constitution of the Staff Association made it impossible to change its structure significantly, a new committee came into being, designed, first of all, to gather information on precisely what grievances were troubling the staff members. This new Staff Information Committee circulated extensive questionnaires, one dealing with salaries, conditions, safety measures, promotion procedures, etc., the other with communication in the Library both between staff and administration and among the staff members themselves. The response was interested and conscious. In two unprecedented meetings with the Associate Librarian and the full elected Staff Information Committee representing all branches and departments of the library, there was an earnest attempt to find answers to some of the questions raised on procedures, rules and machinery. It soon became painfully evident that there were almost no written procedures, that the employees could not and could lose their jobs at the will of the administration, and that the fate of the employee often depended entirely on the subjective whim of his supervisor.

In an attempt to rectify this situation, the Staff Information Committee appointed a subcommittee of non-professional employees who hammered out a proposal for a

personnel review board — a group of staff members chosen by the staff to hear and make recommendations to the Library administration on grievances brought before it. The proposal was summarily dismissed as unfeasible by the administration.

If the refusal to change outmoded procedures had a dampening effect on the staff, an issue of CU Voice devoted entirely to the Ishimatsu case was more like a sudden cold shower. As one librarian with a decade of service behind her noted with dismay: "I confess I always thought I had tenure." The dismissal of Miss Ishimatsu and the insistence by the University's attorney that the University reserved the right to dismiss at will any employee who was not protected either by tenure or by a union contract made it obvious that some kind of protective machinery was essential. If there still remained any doubt, the summary dismissal of Clark Kerr and the irresponsible wrangling of the Governor and the Board of Regents about the University's budget put everyone's job with the University in jeopardy.

Although there has been a good deal of discussion recently about academic status for librarians with some form of tenure or job security, there is very little practical reason to believe the millennium or any part of it is upon us. And for non-professionals, of course, the right to be heard by an objective group of peers is not even at the discussion stage.

To those employees — professional and non-professional — who are concerned not only for their own personal welfare but also for the future of a first-class academic research library, union membership seems the only effective recourse. The local just chartered intends to make itself the voice of the Library staff, to bring to the administration proposals for a just and workable relationship between staff and administration, to develop procedures for the protection of the staff from whimsical or arbitrary decisions, and eventually to become the recognized contractual collective bargaining agent for the Library staff.

Library School Talk

On Thursday, April 20, 1967, Eldred Smith, Librarian III in the Acquisition Department and Chairman of the Library Chapter of the University Federation of Teachers, spoke to members of the faculty and student body of the School of Librarianship. The subject of his lecture was "Librarians and Unions." This was the first in a new series of orientation lectures sponsored by the School and organized by its students. Mr. Smith gave a brief history of union activity among librarians and then spoke at some length about the Library Chapter. He emphasized the role of union activity in improving the working conditions and professional status of librarians, and illustrated his remarks with incidents drawn from the activities of the Library Chapter.

Spiess Committee Report

On May 23, 1966, the statewide Assembly of the Academic Senate of the University of California established the Special Committee on non-Senate Academic Personnel. It was directed to "explore possibilities of establishing grievance and appeals procedures for ... and establishing a set of standards defining the University's minimum commitment to" this large group of employees. Although the Committee did not hold open hearings, it did invite all affected personnel to forward suggestions.

The Library Chapter sent detailed proposals to the Committee on security of employment, an impartial grievance procedure, maximum participation by the full professional staff in establishing Library standards and policies, participation by librarians in the formulation of campus- and university-wide policies and procedures, and leaves for librarians to attend conferences and conduct research.

On May 22, 1967, Professor F. N. Spiess, Chairman of the Special Committee, presented its carefully-drawn, fifteen-page Report to the members of the Assembly. Two representatives of the Library Chapter were invited to attend this meeting.

The Report noted that "the non-Senate portion of the full-time academic staff of the University now outnumbers the Senate portion (52% to 48%) and is continuing to grow at a more rapid rate (300% vs. 40% growth in the last six years)". It recognized that "most of the non-Senate academicians ... perform essential academic functions" and that "the present structure of the University fails to provide the advantages and does not mitigate the disadvantages" which life within an academic community normally implies. It designated a number of problem areas and recommended a series of improvements.

Of the recommendations, those concerned with "voice" were the most far-reaching. The Committee urged that all academic personnel be "accorded maximum participation in deliberative and decision-making processes which relate to their particular activities ... at the departmental level." (For librarians; this would mean maximum participation by the entire professional staff in the formulation of Library policy.) It recommended that the Academic Senate entertain petitions from non-Senate academic personnel "in the same manner as it would with the faculties of colleges"; that non-Senate personnel participate in Senate committees "when appropriate"; and that "the propriety of recommending to the Regents the inclusion of additional categories of academic staff members in the Senate" be investigated.

To provide greater security of employment to non-Senate members who are not covered by tenure, the Committee proposed that "the President of the University prepare and issue a statement of the terms of employment of academic personnel." It urged that the several Committees on Privilege and Tenure of the various Academic Senates "be made available to consider problems presented by any academic staff member." Finally, it recommended that "the President of the University take such action as may be necessary to provide the opportunity for sabbatical or equivalent leave for permanent members of the

academic staff", and that efforts be made by the University to help secure grants for all academic staff members "without regard to category."

Most of the discussion of the Committee's Report at the Assembly meeting centered on the matter of "voice" particularly over whether or not the Senate should be enlarged to include non-Senate academic personnel. On the ground that the Committee's recommendations contain broad implications that required additional study, it was moved to refer the Report to four Assembly committees: Privilege and Tenure, Academic Freedom, Education Policy, and Budget. It was noted that non-Senate academic personnel felt a great sense of urgency about needed improvements in their rights and privileges. Professor Spiess made a strong plea that the Report be discussed in some detail by the Assembly before referral, and that the Committee be continued in an advisory capacity. The four committees were directed to report back to the Assembly at its next meeting, in October, 1967. A preamble to the motion to refer was adopted stressing the importance and urgency of the issue.

The Chapter members present regretted that the consideration of long-standing problems was to be further delayed, but were cheered by the Assembly members' obvious concern with the problems themselves. The default of the Library Chapter finds with the Spiess Committee recommendations is their lack of sufficient detail. Perhaps this detail will be added as a result of the four Committees' deliberations.

Time or Money

An employee who is required to work on a holiday is entitled to pay at a straight-time rate in addition to his normal pay or is allowed compensating time off, except when a holiday falls on a Saturday.

Rule 10.1B, Personnel Rules for Non-Academic Employees, 1 June 1958.

In November 1966, at the request of a Library Chapter member, William E. Wenz, Library Personnel Officer, was asked if the provision for additional pay in the rule applies to professional librarians. It had never been so applied and had never, consequently, been called librarians' attention. Mr. Wenz said that only the provision for compensating time off applies.

The Library Chapter member then called John W. Wenz, Campus Personnel Manager, for his interpretation of the rule. Mr. Wenz stated that in his opinion the provision for additional pay definitely applies to librarians as well as to other employees.

About ten days later Mr. Wenz issued an undated memorandum to Heads of Departments in which he stated that employees scheduled to work on academic and administrative holidays may receive either additional pay or compensating time off. This was announced to them as a "new", "trial" program, despite the fact that the rule had been in existence for over nine years.

As of this date, the "trial" program is still in effect.

What has gone Before: A Capsule History at the Library Chapter

In May 1963, Local 1474 of the American Federation of Teachers was formed at the University of California, Berkeley. Of the forty-three original members, only a handful were librarians; the rest were members of the faculty.

In May 1965, just two years later, UCB librarians formed a separate Library Chapter of the Local. There were thirty original members.

In May 1967, the Chapter gave a party to celebrate the accession [sic] of its fiftieth member. By now one-third of the professional library staff at Berkeley has joined the union.

Now go on with the story.

Ishimatsu Revisited

For those law buffs who may have wondered on what grounds a judge can refuse to rule in a case involving a manifestly unfair dismissal from University of California employment, we present the following extracts. They are taken from a letter written by Rudolf Lednicky, then Chairman of the Library Chapter, to John Wagner, the University's Personnel Manager on the Berkeley campus. For the complete story of the Ishimatsu case, please consult issue #4 of CU Voice. It will suffice here to say that Miss Mizuko Ishimatsu was Head of the Catalog Department at the University of California Medical Center Library in San Francisco; that she was dismissed after almost three years of service; that she appealed her dismissal to the Medical Center, to a Personnel Appeals Committee, to President Mark Kerr, to the Regents of the University, and finally to the District Court of Appeal of the State of California. She lost every appeal, and is now employed at another University.

Wrote Mr. Lednicky to Mr. Wagner on February 21, 1967:

I find that the judge concurred in the legality of the University's action and rather pointedly did not concur in the justice of the action.

The point is made that there was substantial evidence to support the Special Hearing Officer's findings, reports and recommendations The judge states, however, that "the preponderance of the evidence taken at the hearing did not support the findings"

... The judge was required under the law regarding actions for mandamus to use what is called the "substantial evidence test."

Precisely what this means is of considerable interest in this case. An authority has stated:

In applying this test, the superior court judge may not weigh the evidence in the administrative record If the substantial evidence test governs ..., the judge must deny the writ if there is any substantial evidence in the record to support the findings The crucial feature of how the superior court judge should approach the record [is] ... as follows: "In reviewing the proceedings before the board the court was bound to disregard the evidence contrary to that received in support of the findings of the board." The judge must disregard contrary evidence, regardless of the amount of such evidence in the record. (Deering, California Administrative Mandamus, Regents of the University of California, 1966, p. 89-90.)

Thus in this case Judge Karesh, in rendering his decision, did not even consider the evidence in the record which was favorable to Miss Ishimatsu, even though he found that most of the evidence was favorable to her.

... What the judge is saying in his findings of fact and conclusions of law is that under this narrow legalistic test which he is required to use, the University prevails; but he takes pains to point out in his judgment that the preponderance of the evidence is contrary to the decisions made by the University's hearing officer and by its administrative personnel.

... On several occasions at the hearing, after the evidence had been presented to him, Judge Karesh stated that if he had the power under the law, he would rule against the University.

It is unfortunate that the University would undermine its good faith relationship with its employees by relying on legalistic technicalities to the exclusion of generally accepted principles of equity. The exercise of power, which may and at times does result in an arbitrary action, must be carefully restrained at all administrative levels. When an objective, outside observer like Judge Karesh so pointedly brings to the University's attention the fact that its grievance machinery does not turn out a decision which the bulk of the evidence in the case supports, the University administration ought to take a long and careful look at that grievance procedure to see how it might be changed to ensure that in the future there will be a reasonable relationship between the evidence and the University's decision.

Help!

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BREAD AND BUTTER

The degree of Bachelor of Arts is better than ever this year. A bright-eyed graduate in the liberal arts or social sciences can expect to be offered \$7332 per year for his services. If our young graduate had a technical major, he'll average \$8556 and look closely at the fringe benefits and retirement plans. These are the latest official figures from the College Placement Council, based on data from 116 selected colleges.

Here, for laughs, is the present salary range for most University of California librarians, who ordinarily have a BA plus a Master's degree in Library Science:

L-1	\$6400 - 7100
L-2	7100 - 9000
L-3	8600 - 10450

Librarians are realistic. They do not expect that the salaries they receive from educational institutions will rival those given to young physicists sought after by hundred-million-dollar business firms. But they do expect that when the educational institution that employs them — say for instance, the University of California — boasts of its intellectual preeminence and flaunts its Nobel laureates and the number of its periodical subscriptions before an admiring world — that it take some pains to see that its librarians' salaries do not sink to the bottom of the statistical charts. The Library Chapter has proposed an initial salary of \$7000 for the Librarian-1 position.

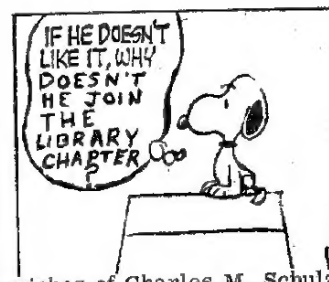
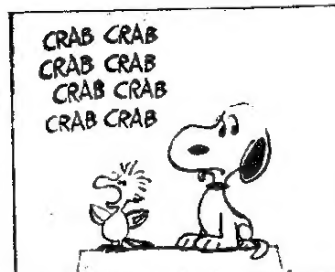
Here are the beginning librarians' salaries of several well-known universities. Figures are from 1965-66 statistics.

Indiana State University	\$7500
University of Wisconsin	7400
Wisconsin State University	7400
University of Michigan	7200
University of South Dakota	7200
New York University	7000
Northwestern University	7000

Finally, let's consider the situation at Brooklyn College, City University of New York, where librarians work a 35-hour week, get six weeks of vacation, acquire tenure after three years, are eligible for sabbaticals, and receive faculty rank, status and salaries:

Instructor	\$8100 - 11950
Assistant Professor	9050 - 14250
Associate Professor	10950 - 17600
Professor	14500 - 22000

Kinda brings a lump to your throat, don't it?



With the kind permission and good wishes of Charles M. Schulz

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